2013 Hasbro Toy Fair
INVESTOR EVENT

FEBRUARY 8 | NEW YORK

Safe Harbor

This presentation contains forward-looking statements concerning management's expectations, goals, objectives and similar matters, which are subject to risks and uncertainties. These forward-looking statements may include comments concerning our product and entertainment plans, anticipated product performance, business opportunities and strategies, costs, financial goals and expectations for our future financial performance and achieving our objectives. There are many factors that could cause actual results and experience to differ materially from the anticipated results or other expectations expressed in these forward-looking statements, including consumer and retailer interest in and acceptance of our products and product lines, changes in marketing and business strategies and entertainment plans, our ability to successfully execute our business strategies including in our U.S. and gaming businesses, and future global economic conditions, including foreign exchange rates. Some of those factors are set forth in the Company's Annual Reports on Form 10-K, in the Company's Quarterly Reports on Form 10-Q, in the Company's Current Reports on Form 8-K and in the Company's other public disclosures. The Company undertakes no obligation to make any revisions to the forward-looking statements contained in this presentation to reflect events or circumstances occurring after the date of this presentation.

Brian Goldner

President and CEO

2013 Hasbro Toy Fair
INVESTOR EVENT

FEBRUARY 8 | NEW YORK

Today, we will share how we are going to **profitably grow Hasbro** for the long-term **through innovation**, **rich content**, and **immersive consumer experiences** with a streamlined organization **focused on the brands** with the greatest **long-term global potential.**

Video Playing in Room

Hasbro
123
SESAME STREET

2012 Review

Met many of our objectives in a challenging year	Our strategy is sound and we are on the right track
Streamlining our business to focus on fewer, more significant global initiatives	Aligning cost structures and re-deploying resources

Focus is on enhancing our total shareholder return and delivering profitable growth

2012 Objectives

- Grow earnings per share for the full year, absent the impact of foreign exchange ☑
- Return the US & Canada segment to historical operating profit margins ☑
- Execute globally by leveraging our investments in new and emerging markets ☑
- Stabilize our games business and position it for growth in 2013 and beyond ☑
- Grow our Girls business ☑
- Grow revenues for the full year, absent the impact of foreign exchange ☒

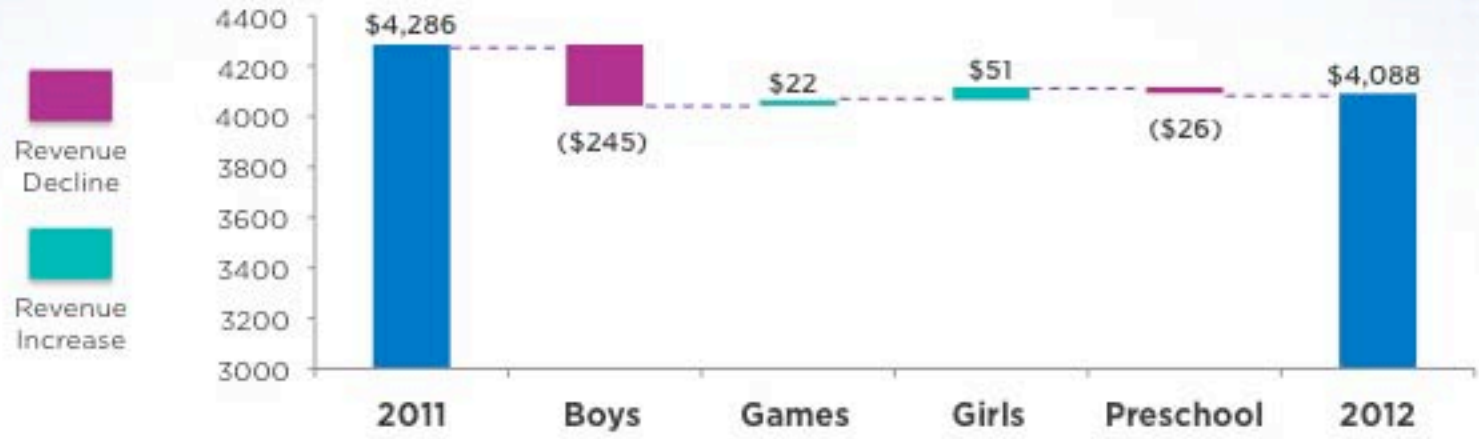
In addition, we grew Hasbro Brands for Entertainment & Licensing without a Transformers movie ☑

2012 Full-Year Results by Region

- Holiday season challenges in developed economies
- Difficult comparisons in Boys category

- Brands with **full blueprint activation** performed well globally
- **16% growth** in emerging markets
- **Entertainment & Licensing grew** in a non-Transformers year
- Reduced inventory both at US Retail & Hasbro

2012 Full-Year Results by Category



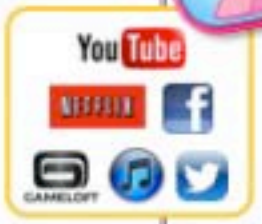
- Marvel, Furby, My Little Pony, MAGIC: The Gathering, Action Battling Games all added revenues
- Games and Girls categories grew
- Growth across several brands offset by declines, primarily in boys
- Transformers & Beyblade totaled ~$960M in 2011, making for difficult comparisons

Brand Blueprint 2.0

Blueprint-Activated Brands Worked

Brand Blueprint Activated

Strong Double-Digit Growth



Toy & Game Product Innovation

Digital Media

Lifestyle Licensing

CRYSTAL PRINCESS CELEBRATION

Global Markets

- Developed
- Developing
- Emerging

hub

Immersive Entertainment Experiences

Strategic Retail Partnerships

Brand Blueprint

MAGIC The Gathering

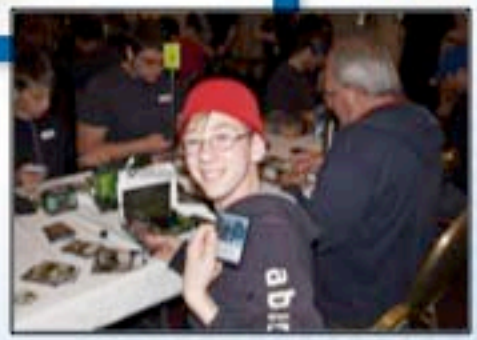
Resonant IP
Innovative Game Play

Digital
Integration

Lifestyle
Licensing

Immersive Branded
Play Experiences

Strategic Retail Partnerships:
Hobby/game stores and
mass retail



Global Markets

- Developed
- Developing
- Emerging
- 11 Languages
- 70+ Markets

Television

Licensing

Play-Doh
MODELING COMPOUND

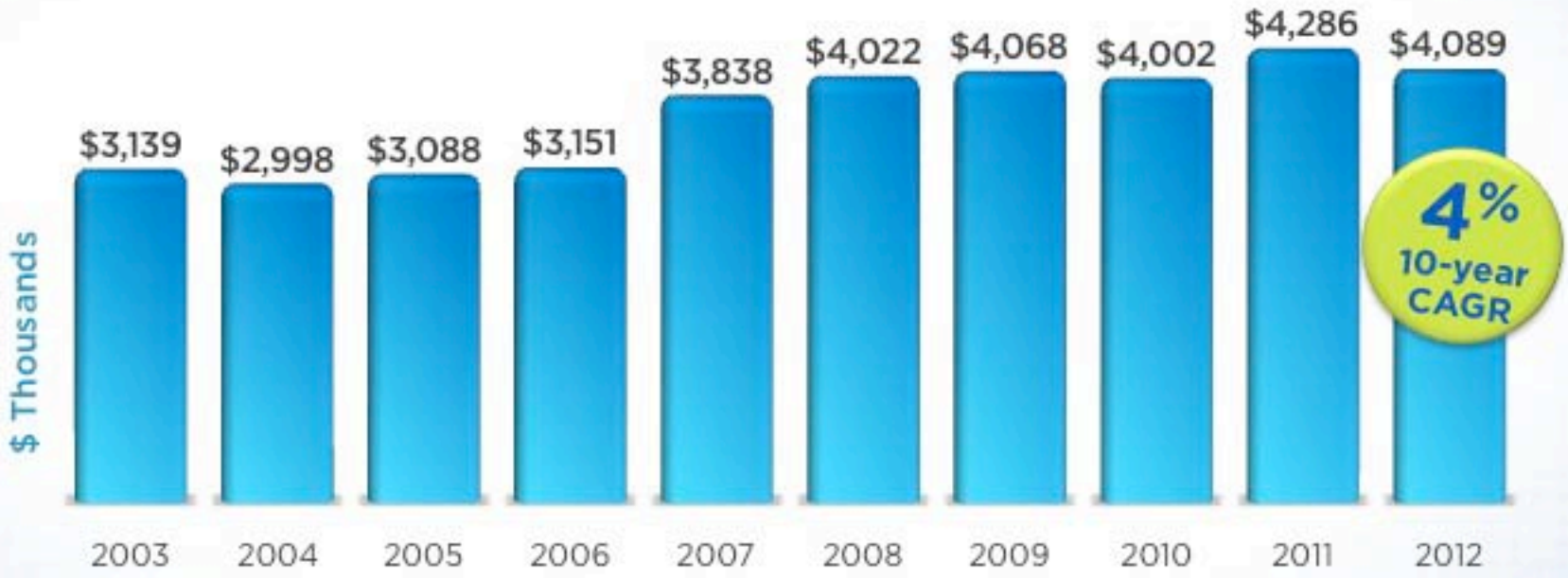
Arts & Crafts

School Curriculum

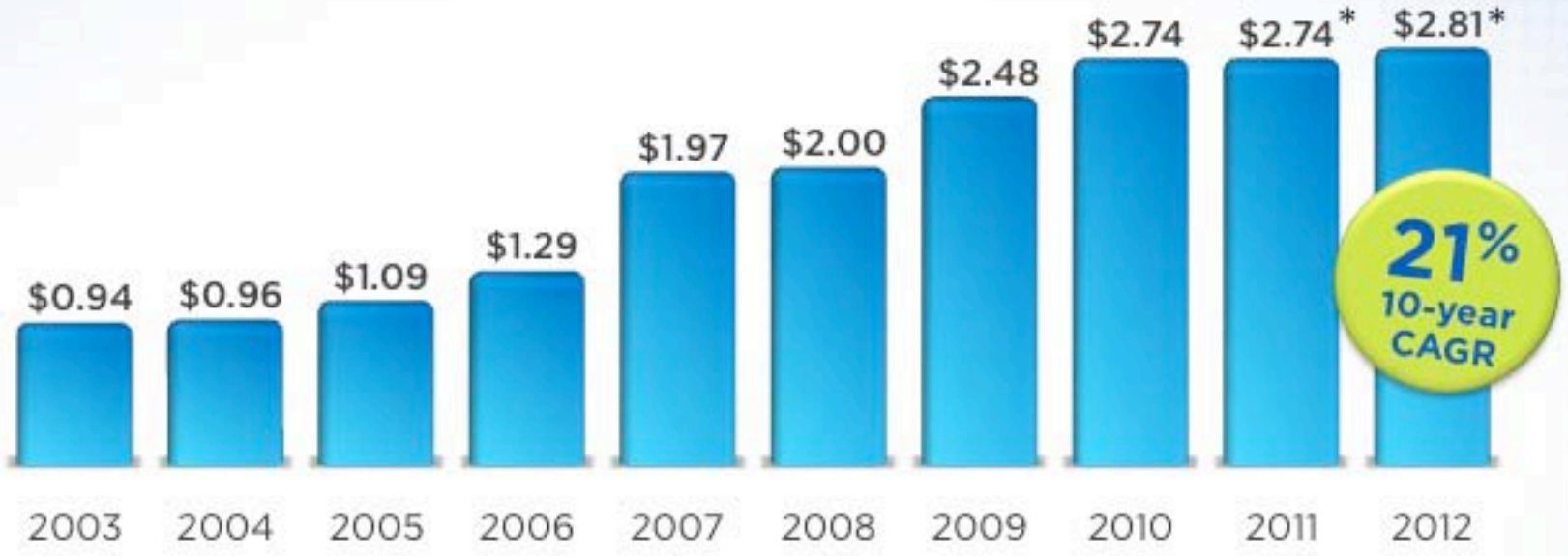
Brand Blueprint

Littlest Pet Shop Holiday 2013 & Beyond

Hasbro Net Revenues 2003-2012



Earnings Per Share 2003-2012

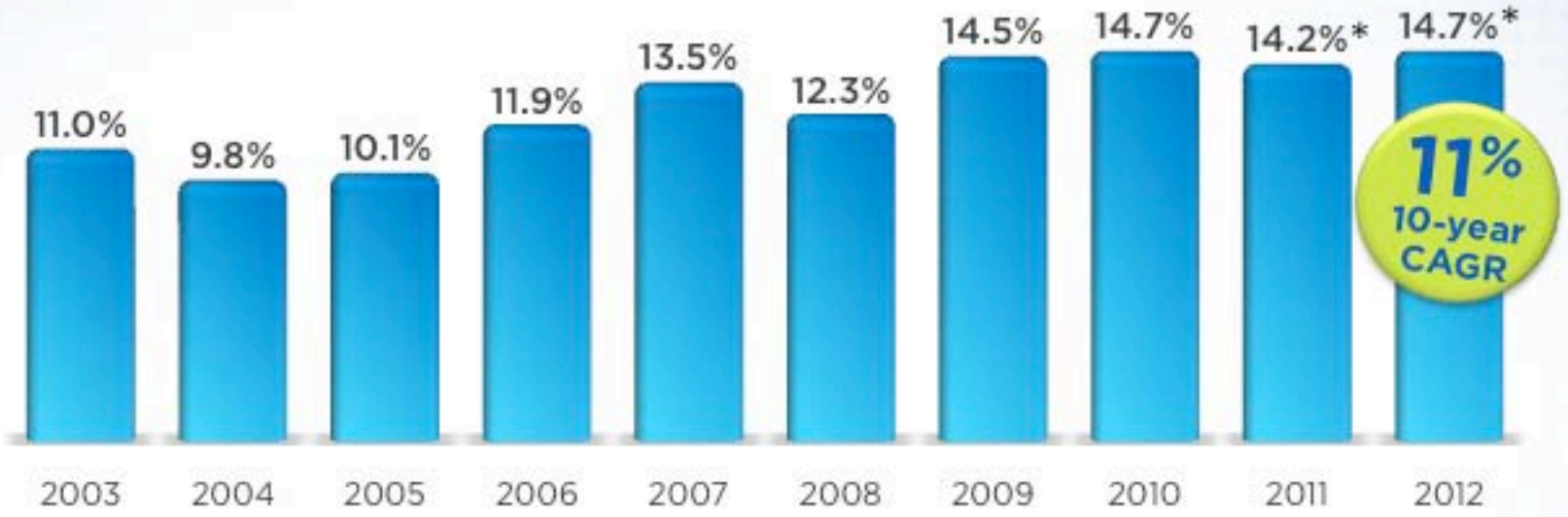


Approximate $0.10 negative impact from foreign exchange in 2012

Repurchased 89.8 million shares**
- average price of $30.05

*Excluding Restructuring Charges in '12 and '11; excluding tax benefit in '11
** Since 2005

Hasbro Operating Margin 2003-2012



US and Canada operating profits **improved to 15.1%** vs. 12.4% in 2011

Focus on profitability **is working**

*Excluding Restructuring Charges

Moving Aggressively to Brand Building from SKU Making

Aligning Costs for Profitable Growth

- Activate & drive brands
- Blueprint gives us global revenue from our brands with Hasbro teams in place
- We have added hundreds of jobs in emerging markets and for new capabilities
- Headcount steady since early 2000s
- $100 million in cost savings by 2015
  – 10% reduction in workforce

Impact vs. Activity

Number of Items

Target 40% item reduction 2011 - 2015

Development Dollars

Number of SKUs

Target 30% SKU reduction 2011 - 2015

Operational Dollars

	1	Furby
+	9	countries
+	20	colors
=	**104**	**SKUs**

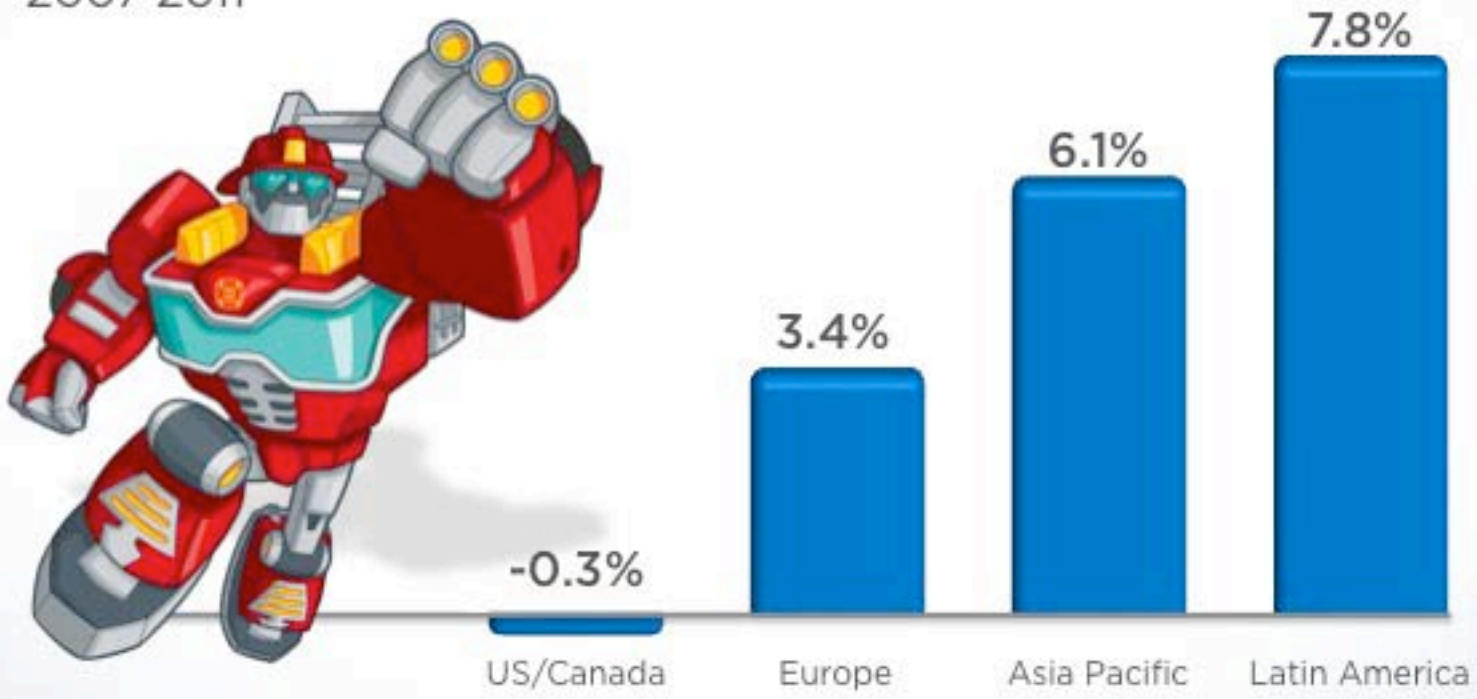
State of the Industry

2013 Hasbro Toy Fair
INVESTOR EVENT

State of the Industry

Historic Toy & Game Industry Growth Rates

2007-2011



Source: Euromonitor International

While We Would Like This To Be True...

We hope these estimates are accurate over time, BUT...

- Expecting relatively flat developed economy growth
- Focusing on profitable share growth
- Driving sales growth in emerging markets

Source: Euromonitor International

Toys are the #2 Entertainment Activity

Source: LMX Family, Wave 4 2012; Among kids 6-12, US ONLY

Kids' multitasking activities add over 3 hours to their day

Kids are still bending time

	Includes	2011	2012
Media	eating, playing with toys, friends and media	5.0	5.0
Leisure		3.9	3.7
Non-Leisure (school)		7.8	8.0
Sleeping		10.6	10.5
		Total hours: 27.3	Total hours: 27.3

LMX Family, (US Online Consumers) Wave 3 2011 and wave 4 2012. eDiary; Among kids 6-12, n=2,118 for 2012

Global Child* Population Growing

Kids 0-14 yrs, 2011-2020

1.8 Billion Kids
0-14 yrs old

+4%

*Child defined as kids 0-14 years old Source: Euromonitor

Major trends affecting consumption

1.8 billion more kids 0-14 by 2020

More consumers...

Means:

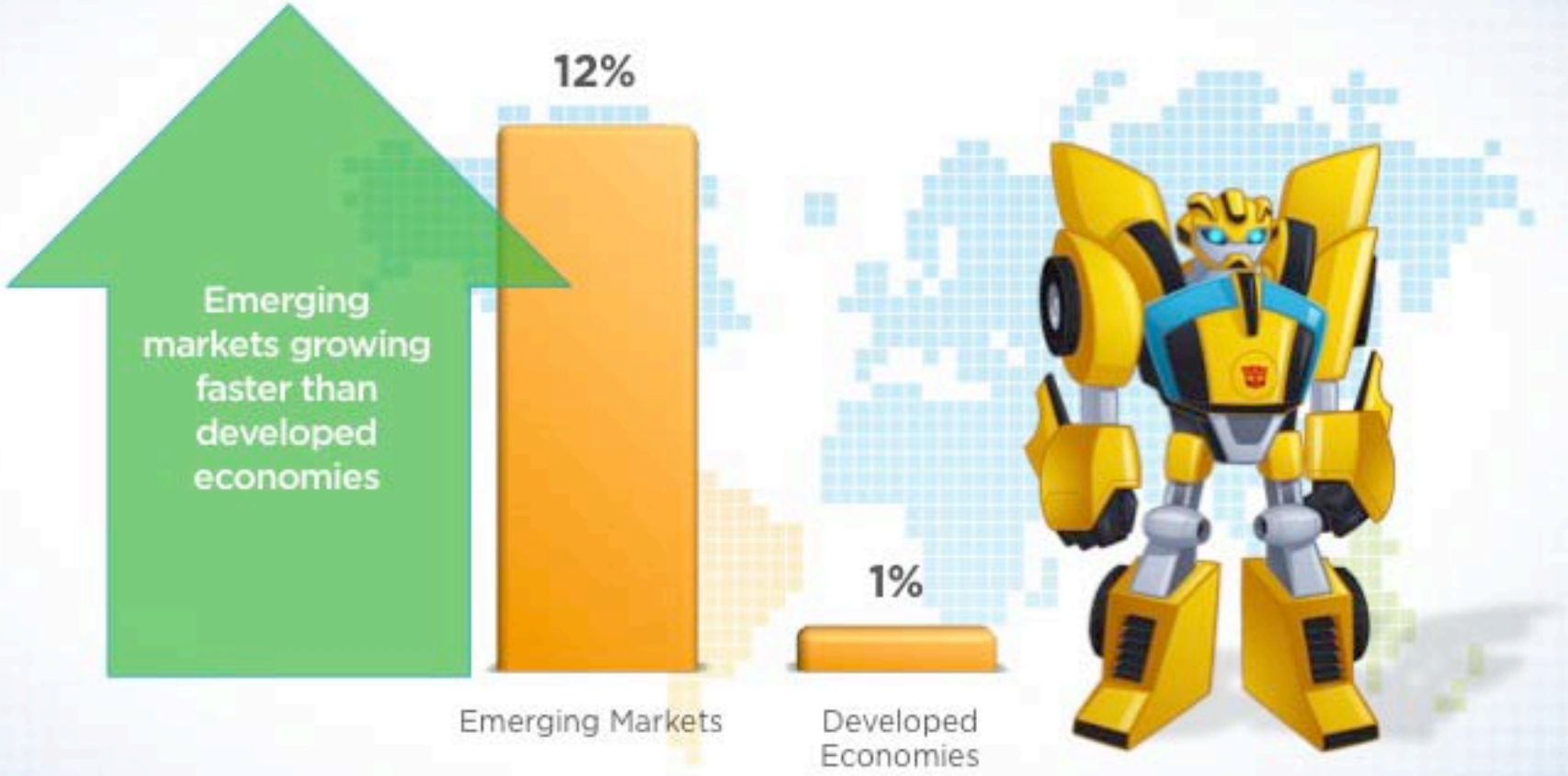
1.4 billion more middle-class consumers

...with **more** money...

Rapid urbanization

...that are **easier** to reach.

Industry: Emerging Market Growth Outpacing Developed Economy Growth



2007-2012 5-Year CAGR

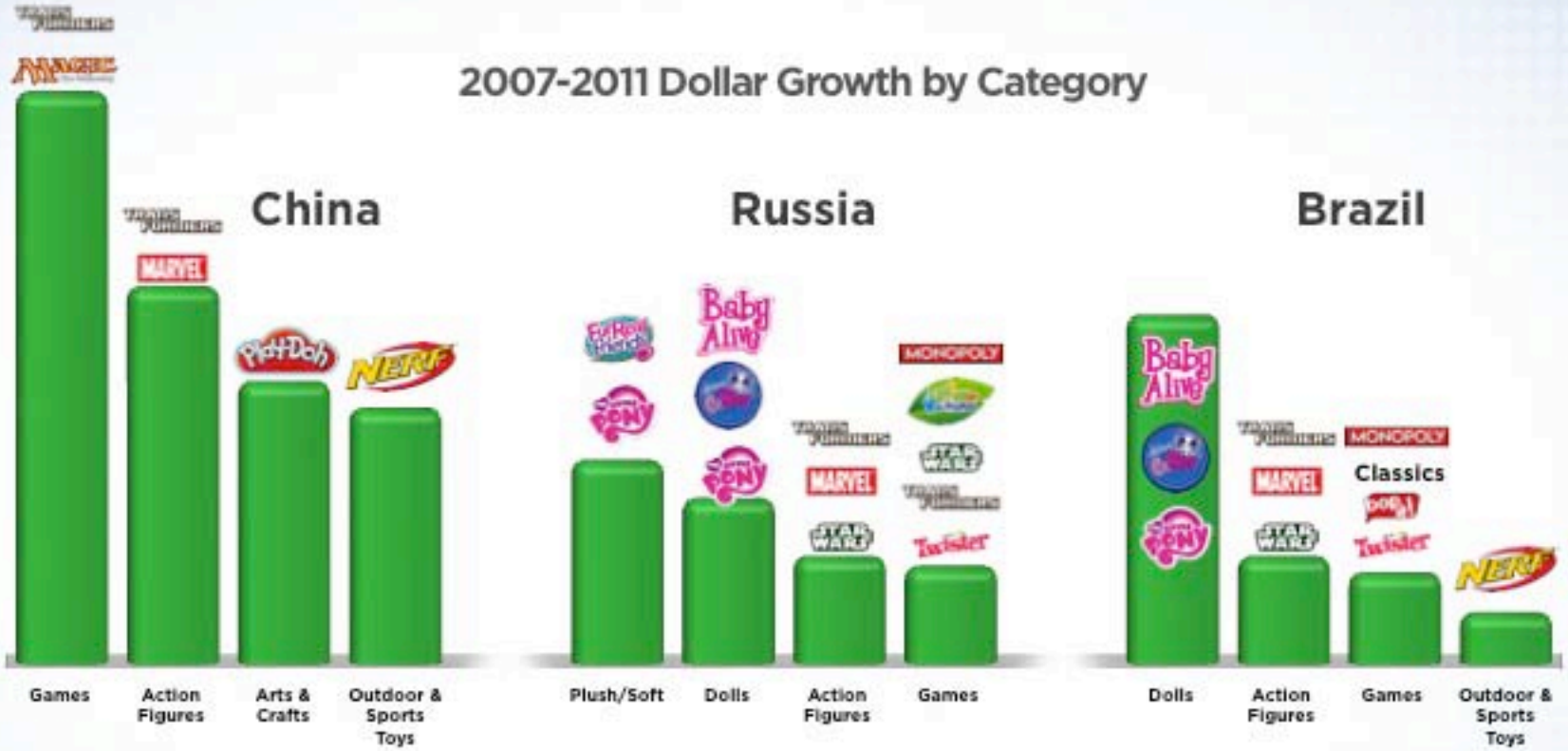
Source: Euromonitor International

Hasbro: Emerging Market Growth Ahead of the Industry

- Hasbro's emerging market business has **grown from $160M** in 2007 to **$461M** in 2012
- We expect **double-digit growth** in **emerging markets**
- **Profitability ahead of schedule** in most major markets
- China **longer-term focus**
- Market and **share gain opportunities exist**

Source: Euromonitor International, Hasbro

Opportunity for Hasbro to expand in China, Russia and Brazil



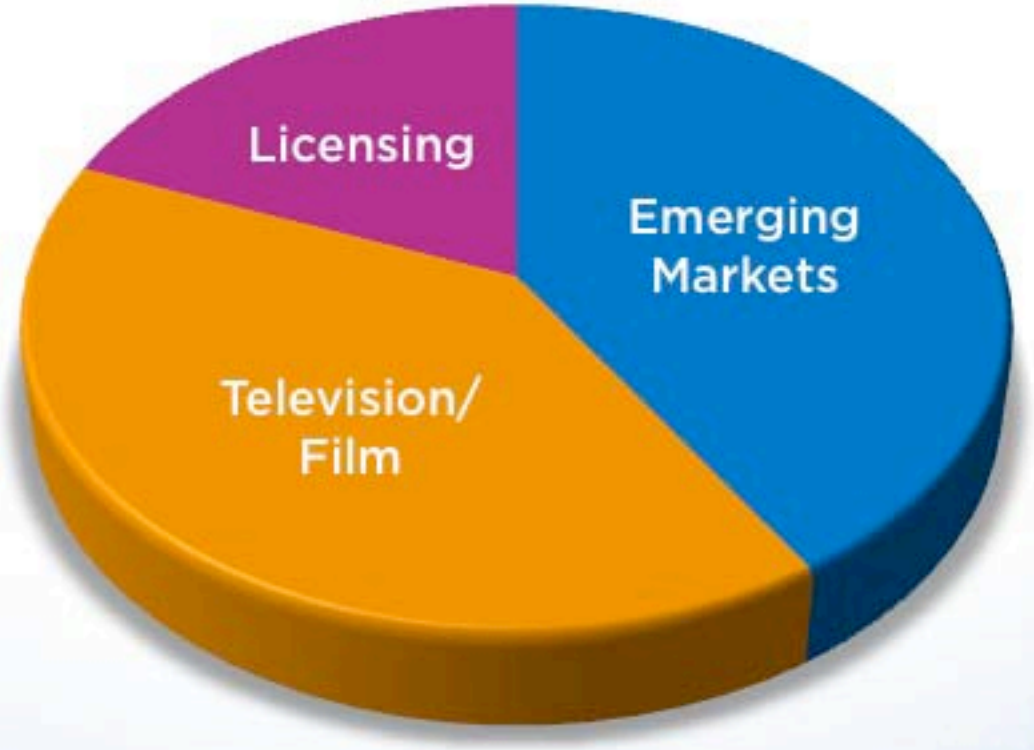
- **3 fastest-growing markets** in terms of box office
- **Hasbro TV shows** in all 3 markets **on prime channels**

- **Blueprint coming to life**
- Both TV and non-TV brands **performing well**

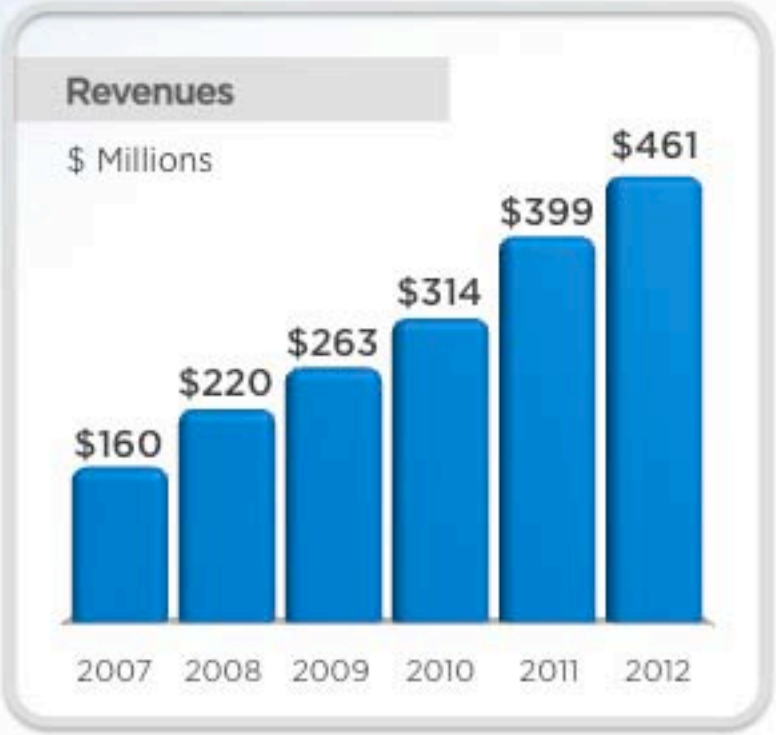
Source: Euromonitor International and Global Brand Scorecard Study

Hasbro Has Invested for Future Growth

Over $400 Million in Investments, 2007-2012



Emerging Markets



	3-Year CAGR	5-Year CAGR
EM Revenues	21%	25%
EM Operating Profit	NM	27%

- Strong revenue and operating profit growth
- Profitability ahead of plan in our major markets
- Emerging markets now represent more than 10% of our total revenue

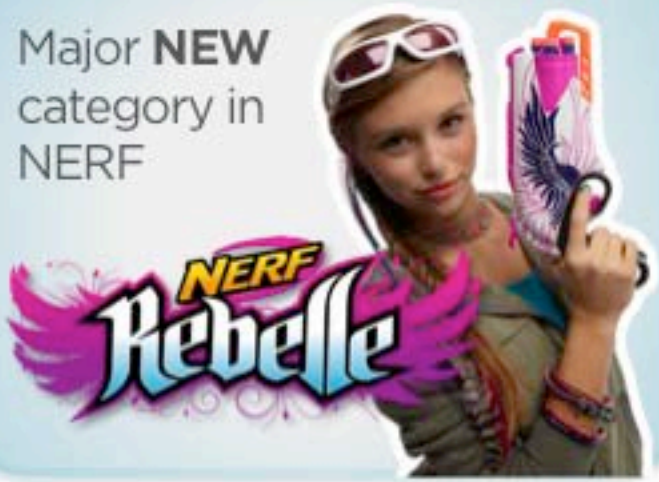
Now It's About Executing

- Global infrastructure in place
- No significant new infrastructure investments planned
- Focus on our most important Franchise Brands

Brand Architecture

2013 Innovations

Major **NEW** category in NERF



Global rollout of Furby

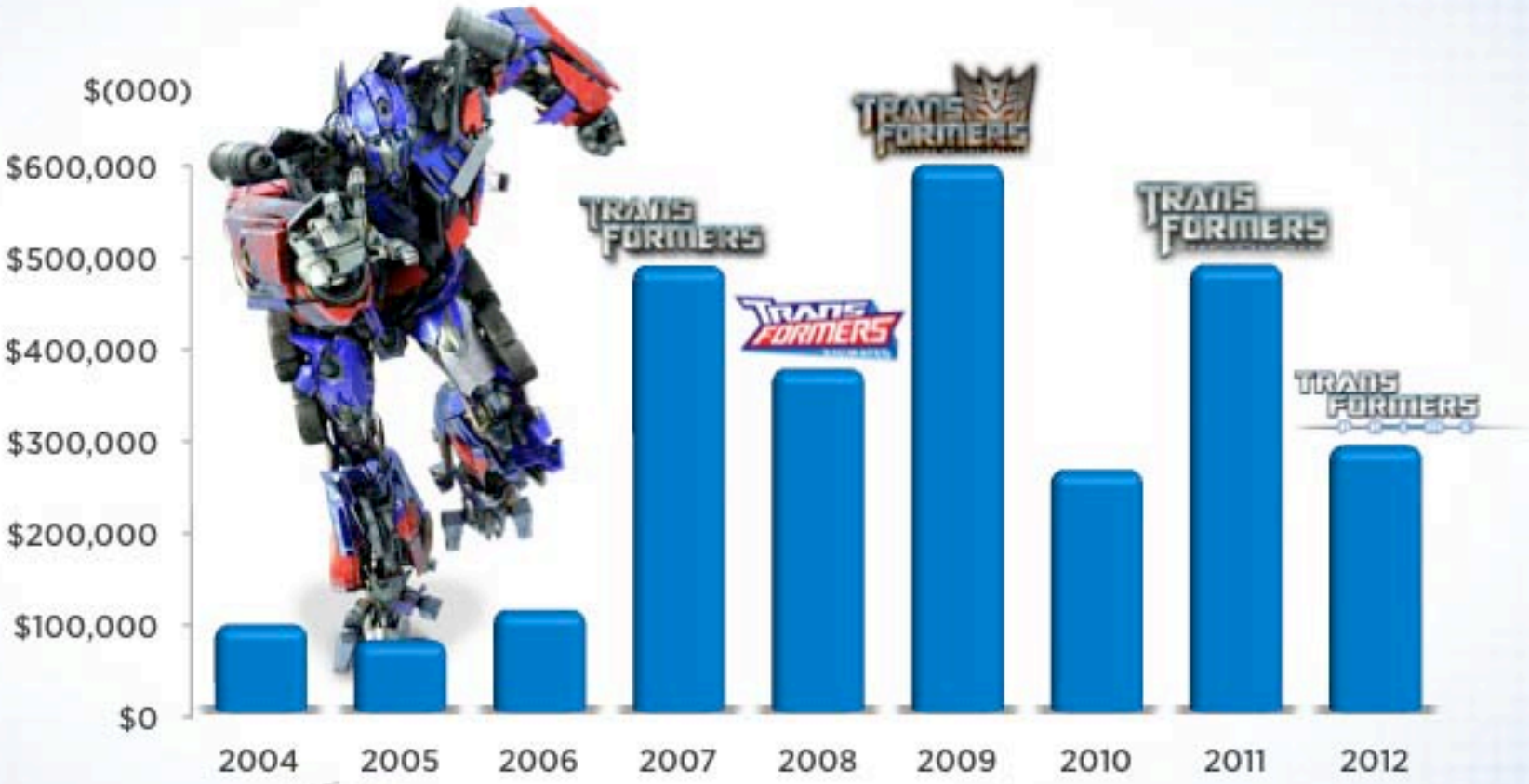
NEW IP

All **NEW** Initiative

TRANSFORMERS
BEAST HUNTERS

The Modern Boy

TRANSFORMERS Revenues Remain More Than 2 Times Pre-Movie Levels



2013
Beast Hunters
TV

2014
Transformers 4
Movie

Audio Only

Hasbro Gaming

Games Grew in 2012

2012 grew Games Business by 2%

- WOTC, Monopoly, Mega-Game Brands **all up**
- Action Battling **new gaming experience**
- All other games and puzzles down significantly

Note: Digital Gaming revenue for Monopoly and Wizard of the Coast is included in Monopoly & Wizards of the Coast

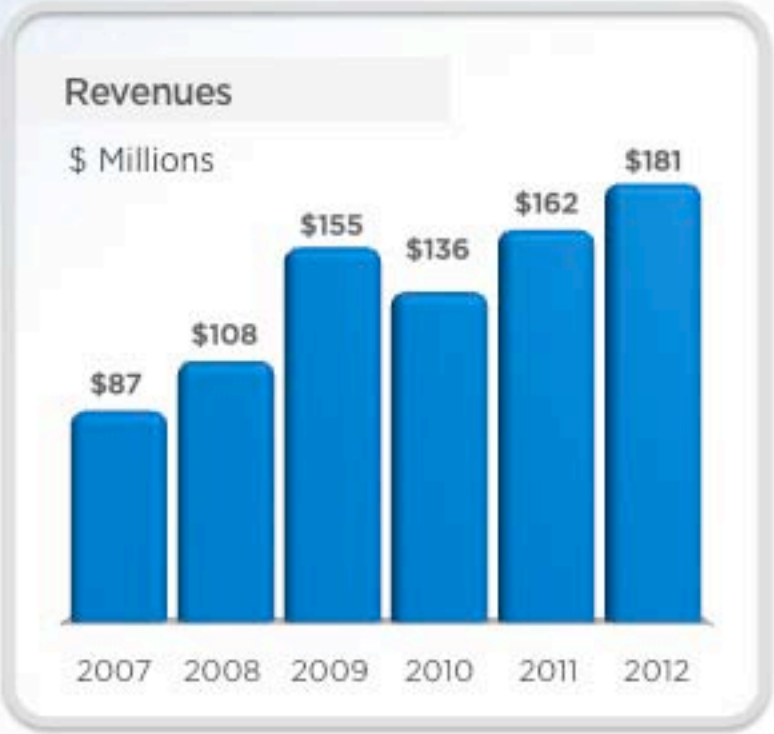
What's the Future of Gaming?

- Face-to-face
- Digital gaming platforms
- Re-invented board game experiences
- Off-the-board experiences
- Mobile Gaming
- Digital Gaming
- Licensing
- New Brands

Gaming Anywhere

Stay tuned for a whole new gaming platform in 2013

Entertainment & Licensing



	3-Year CAGR	5-Year CAGR
E&L Revenues	5%	16%
E&L Operating Profit	-7%	6%

- Investment beginning to pay back
- Hasbro Studios: All screens globally
- Blueprint elements drive brands
  - Immersive consumer experiences
  - We're getting paid for it

Entertainment

Hasbro STUDIOS

Global Program Coverage

MEDIACORP nickelodeon

Lotus Kix hub

MEDIASET Disney Channel

Kabillion Lagardère TVB

CANAL+ SUPER RTL

Panda CN

Shows in **170+ countries**

Programming placement on largest, fully distributed networks

Digital and DVD Partnerships

NETFLIX

iTunes

iQIYI 爱奇艺 terra

SHOUT! FACTORY 乐看 Lekan.com

UNIVERSAL

Merchandising

Littlest Pet Shop

Transformers Rescue Bots

Transformers Prime

Pound Puppies

Chuck & Friends

My Little Pony Friendship is Magic

Kaijudo

Merchandising Revenue: $150M in incremental television-backed merchandise revenues in 2012

Entertainment

- Available in 72 million households, up from 56 million at launch
- Year-to-year growth in Total Day for the fifth consecutive quarter among all key demos
- Strong year-to-year delivery gains among key demos, and the best yearly average ever, bigger than Nicktoons
- Fastest-growing kid cable network in Total Day year-over-year
- Hasbro Studios programming ranked as 4 of the top 5 original series on The Hub
- Doubled advertisers since launch & seen an average growth of 9% CPMs
- Most co-viewed kids network ahead of Nick, Nicktoons and Cartoon Network

Source: Nielsen, most current 2011 vs. 2012, and Q4 '12 vs. Q4 '11

2013 Television: Global Entertainment

Movies: 2013

MARVEL
IRON MAN 3
G.I. JOE
RETALIATION
MARVEL
THOR
THE DARK WORLD
THE
WOLVERINE
STAR TREK
INTO DARKNESS

Audio Only

Digital: Strategic Consumer Engagement

Activating our brand portfolio on all digital game platforms

- Growth in mobile play with 90% more downloads in 2012
- Integrating digital and analog play

Google

YouTube

Expanded digital marketing for smarter, more effective consumer engagement

EA ACTIVISION.

JAGEX GAMES STUDIO

Leap Frog

:DeNA

GAMELOFT

CALLAWAY DIGITAL ARTS

Partnering with the best in the industry on all platforms

From 2009-2012, Hasbro brands digitally represented $1.5B at retail cumulatively

Blueprint Supported Brands Worked

- Leading licensor across our brands
- Driving lifestyle licensing growth
- Expanding digital publishing
- Manage portfolio to increase revenue
- Global team in place

The Way Forward

Our focus is on branded play

Content-rich brands are successful - backed by movies, TV, digital, online, mobile and licensing

Brand Blueprint 2.0 is working globally

Enhancing total shareholder return

Updating Our Medium-Term Outlook

Through the execution of our Branded Play Strategy, Hasbro is focused on delivering long-term profitable growth and enhanced total shareholder return

Revenue

- Developed economies grow primarily through market share gains
- Hasbro is targeting double digit growth in emerging markets

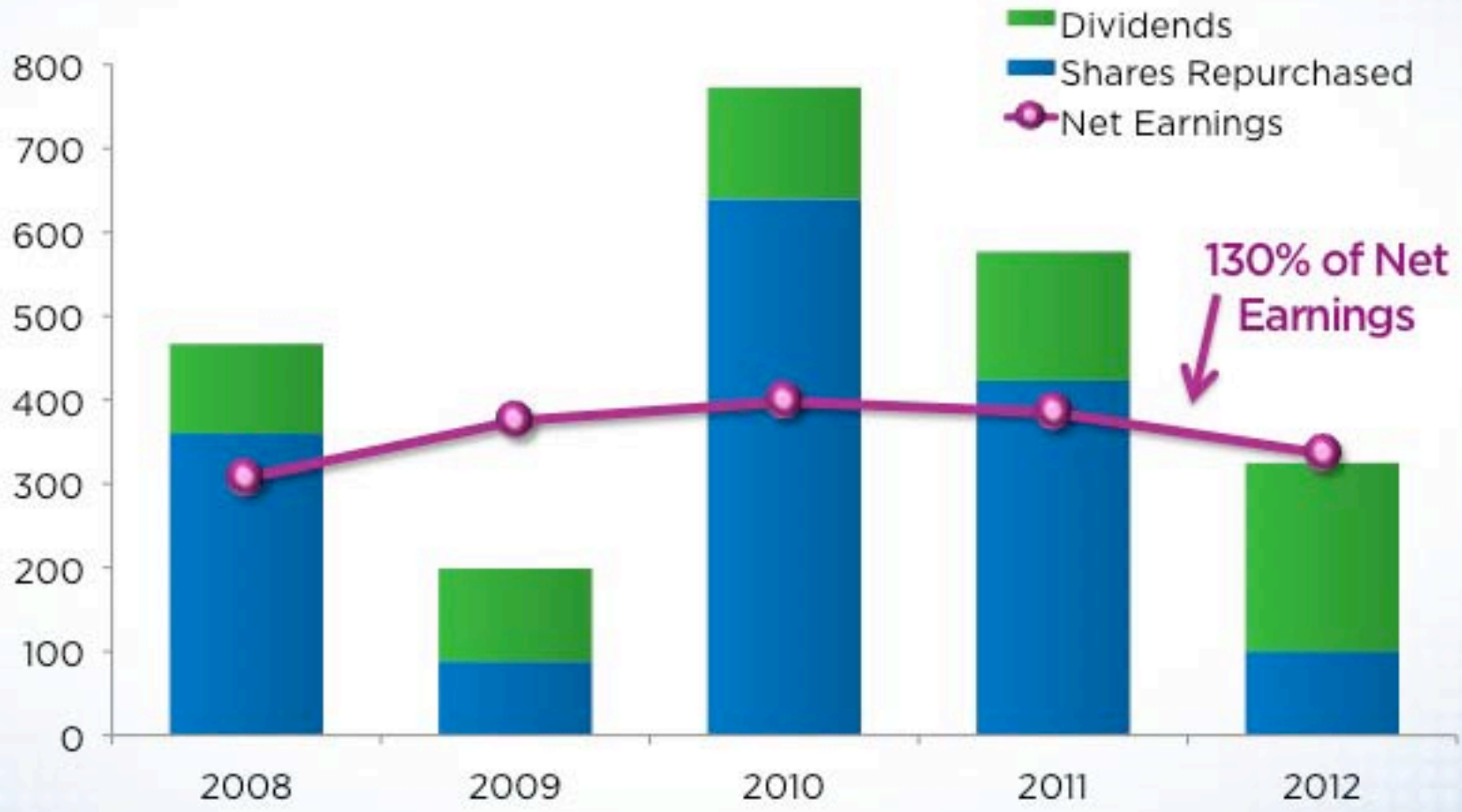
Operating Profit Outlook

- Over the next several years, we expect underlying operating profit, absent restructuring charges, to grow faster than revenues
- This growth will be driven by our global investments across fewer, more significant global initiatives and profitability improvements in emerging markets

Generate operating cash flow in the amount of $500M on average

- Invest in our business
- Return cash to shareholders through dividend and buyback programs

Share Repurchase and Dividends, 2008-2012



Still to Come

2013 Brand Initiatives
John Frascotti

Top Questions
David Hargreaves & Deb Thomas

Q&A

Showroom Tour

David Hargreaves

Executive Vice President of
Corporate Strategy and
Business Development

John Frascotti

Chief Marketing Officer

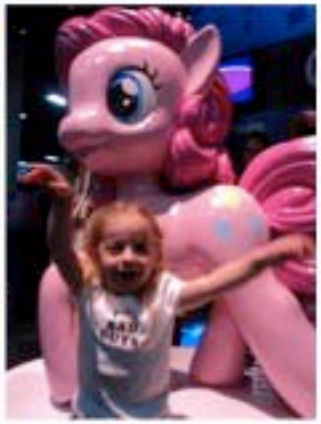
2013 Hasbro Toy Fair
INVESTOR EVENT

FEBRUARY 8 | NEW YORK

Hasbro
my LITTLE PONY
my LITTLE PONY
Pony Tale
PONIES?!?

Audio Only

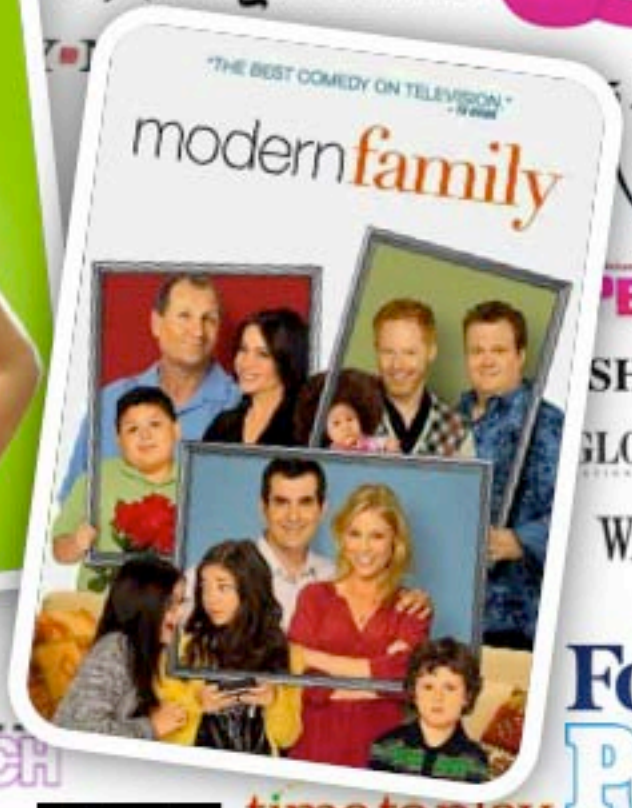
Deep Brand Engagement Globally



Capitalizing on a broader consumer target

Cross-Category Impact

Press Coverage/TV Exposure



MTV MUSIC TELEVISION
NBC Sports
HELLO!
USA TODAY
WIRED
TODAY
Mashable
Us WEEKLY
OK!
The New York Times
omg!
The Sun
allure
Los Angeles Times
FOX NEWS
NEW YORK
PEREZHILTON
FoxTrot
SHTIMES.com
GLOBE AND MAIL
NEW YORK
CNN
TOR·COM
EW.com
ENTERTAINMENT WEEKLY
WALL STREET JOURNAL
THE HUFFINGTON POST
Forbes
People
InTouch
THE DAILY
Rolling Stone
GRAZIA
time to play
timetoplaymag.com
GQ
FOODBEAST
gameinformer
OHSOULFRESH

Entertainment Across Platforms

TV/DVD/ Streaming

hub · NETFLIX · iTunes · Google play · YouTube · nuck us media group · CONNECT

Mobile Apps

iTunes · Google play

Digital/Mobile Video Games

Leap Frog

hub

Publishing

LB LITTLE, BROWN AND COMPANY BOOKS FOR YOUNG READERS

IDW PUBLISHING

nook

nuck us media group

My Little Pony Mobile App

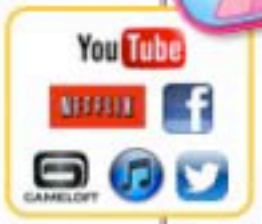
GAMELOFT

Rated

iTunes Google play

Brand Blueprint Activated

Strong Double-Digit Growth



Toy & Game Product Innovation

Digital Media

Lifestyle Licensing

CRYSTAL PRINCESS CELEBRATION

Global Markets

- Developed
- Developing
- Emerging

hub

Immersive Entertainment Experiences

Strategic Retail Partnerships

Coming in Fall: All New Brand Expression

Things change. True friendships remain magical.

2013 Launch Events

SAN DIEGO COMIC CON INTERNATIONAL

LA FILM FEST
PRESENTED BY FILM INDEPENDENT

Hasbro
hub
Littlest Pet Shop
Littlest Pet Shop
•#1 Original HUB Series
•#1 Rated show for K2-11
72
Global Rollout Fall 2013
Welcome to the NEW Littlest Pet Shop!

Video Playing in Room

Global Entertainment

Ratings Success

#1 Show on the HUB*

Highest Rated premiere in Network History*

Strong Growth in Core G6-11 Ratings*

Global Strategy

Partner with the **largest**, **fully distributed** networks in all territories

Home Entertainment

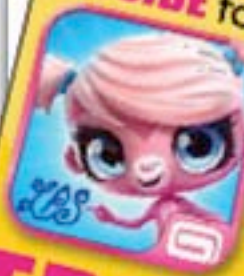
Strong home entertainment **presence** across all major distribution partners in US

*Source: Nielsen 10/10/10-1/6/13

NEW Littlest Pet Shop Mobile Game

GAMELOFT

Digital Pet INSIDE for



FREE LPS™ App!

See back for details.

- Rated 4.5 out of 5 stars
- Play with your favorite Pets
- Track & share your collection
- Scan product to unlock in-game content

iTunes Google play

Creating Buzz for Littlest Pet Shop

Great Press Reviews

Strong Social Media Presence

GAMELOFT

facebook

YouTube

Hasbro
Littlest Pet Shop
Littlest Pet Shop
LPS
New Story • New Characters • Multi-Screen Strategy

Hasbro

Furby

"Furby is the biggest toy making the most [hot toy] lists." - The Today Show TODAY

UK Toy of the Year!

Furby Launch: 2012

Global Launch in 2013:
12 More Languages

Furby

Franchise Expansion

Furby

Spring 2013: Furby Party

Furby

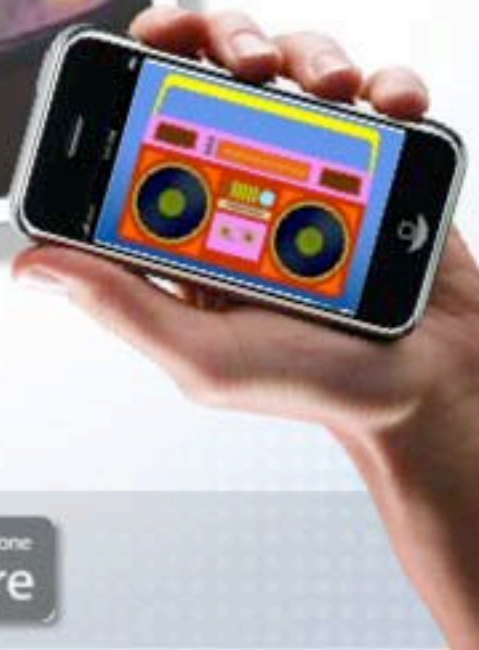
Introducing the Party Rockers

New Wild Color Furbys

Furby Frames

Spring 2013: New Digital Engagement

Furby



Google play

Available on the iPhone
App Store

Coming Fall 2013

Product Innovation and Segment Expansion

N-STRIKE ELITE

Performance-based dart-firing blasters

VORTEX

Freestyle disc-blasting FUN!

Super Soaker

Innovative water-blasting ACTION!

N SPORTS

Sports with a NERF twist!

N-FORCE

Battling role play with swords & shields

DART TAG

Head-to-head NERF Sport!

Hasbro
NERF
Rebelle
NERF
Rebelle

The Right Time

Heroic Female Characters

London 2012 has truly been **"the women's games"**

The White Space

- The retail landscape is changing
- Girls are **embracing** new play patterns
- Older girls are **actively** shopping the toy department

...but there is a
NEED FOR ACTIVE PLAY.

Video Playing in Room

Grounded in Insights

Empowerment

Social

They spoke. We listened.

Made for Me

Style

The NERF REBELLE Girl

"I like to be **active.**"
"I like to **play with others.**"
"I think I'm **creative.**"
"I like to **try new things.**"

Our girl is:

6-12
Active
Social
Creative
A Leader

She likes to....

- Play outside
- Ride her bike
- Make things, draw, read
- Play video games

Fall 2013

NERF Rebelle

Global line of bow blasters

Same performance as NERF

Digital app play

HeartBreaker Bow

Crossbow

Starter Pack

Collectible Darts

A Sure Win Strategy

NERF Rebelle

Advertising
TV, Social Media, Print, and Cinema

Retail
Create a memorable in-store experience

Create the Craze!

Digital
Digital experiences enhance play

Buzz Building
Create brand advocates

2013 Key Initiatives

TRANSFORMERS

TRANSFORMERS
BEAST HUNTERS

TRANSFORMERS
CONSTRUCT-BOTS

TRANSFORMERS
BEAST HUNTERS
New Enemy, New Battles, New Play
Driving Innovation and Excitement

TRANSFORMERS
Toy & Game Product Innovation
TRANSFORMERS
BEAST HUNTERS
Digital Media
Lifestyle Licensing
Immersive Entertainment Experiences
Strategic Retail Partnerships
Global Markets
• Developed
• Developing
• Emerging

Video Playing in Room

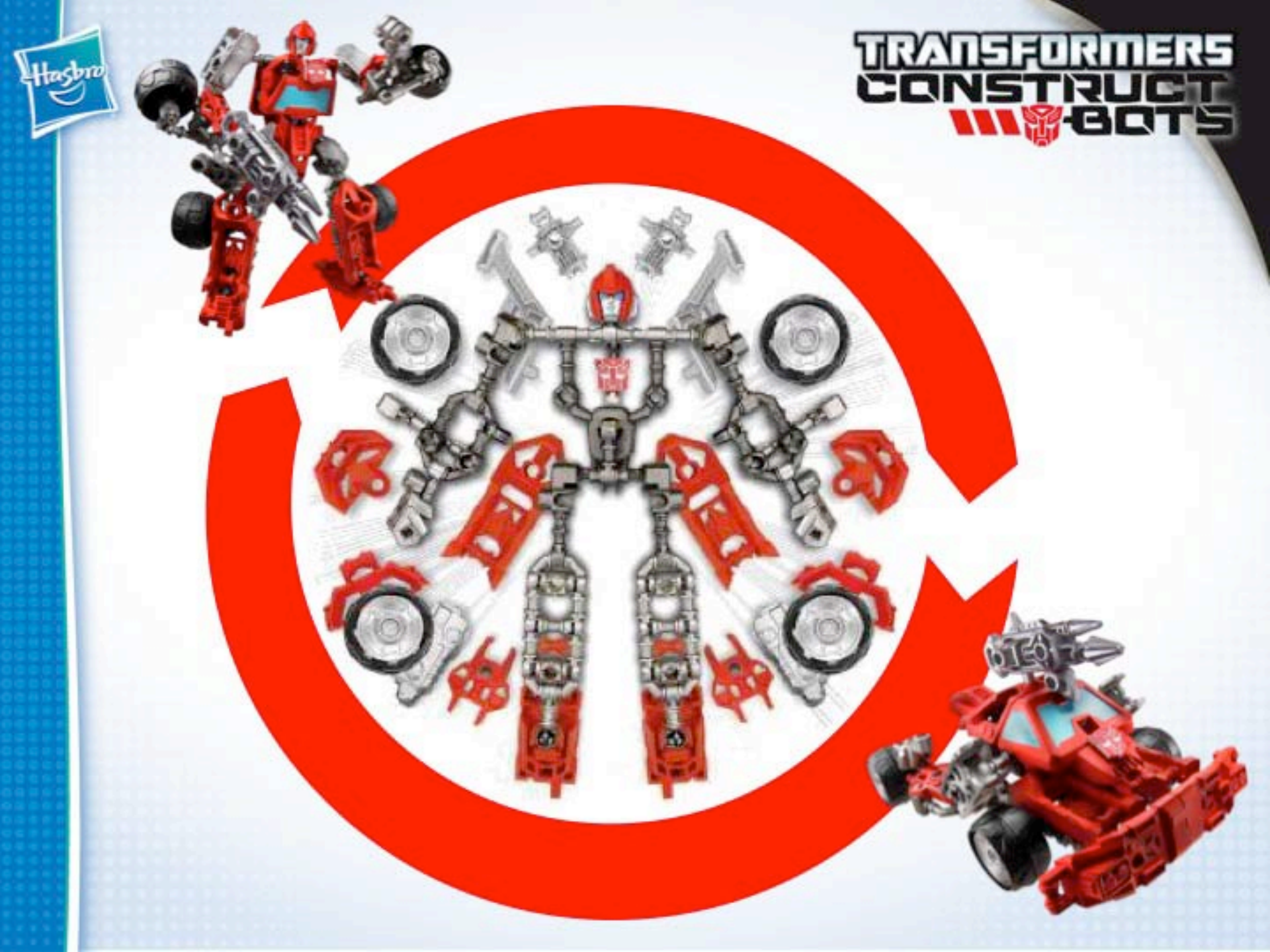
Delivered Across All Touch Points

Engaging The Boy

TRANSFORMERS CONSTRUCT-BOTS

TRANSFORMERS

Construct and Customize Your Dream Transformer


Hasbro
TRANSFORMERS
CONSTRUCT
BOTS

Hasbro
MARVEL
MARVEL
MARVEL

MARVEL
IRON MAN 3

MARVEL

IRON MAN 3

ASSEMBLERS
INTERCHANGEABLE ARMOR SYSTEM

MARVEL®

Buildable Action Figures

Boys Action

BEYBLADE

90 million tops
sold since 2010

40 million battles played
at **BeybladeBattles.com**

BEYWARRIORS SHOGUN STEEL

BEYBLADE SHOGUN STEEL

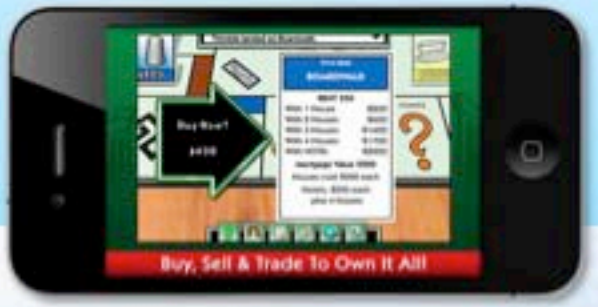
- **New** Characters
- **New** Storylines
- **All-new** way to battle!

- **Fully customizable** battling figures featuring the Octagon Showdown

Hasbro
Hasbro
Gaming

2013: Trends In Gaming

- Ongoing Demand For Face-to-Face, **Off-The-Board Gaming**
- **Mobile Gaming** Will Continue to Grow, Creating Opportunities for Corresponding **Face-to-Face Games**
- **Party Gaming**
- **Sub-$10 Games**



2013 Gaming Strategic Plan 2.0

Objective 1 — **Drive** Our Gaming **Mega Brands**

Objective 2 — Be the Gaming Innovation **Leader** By Delivering **New Gaming Experiences**

Objective 3 — Build a Hasbro **Mobile Destination** For Our Gaming Brands

Objective 4 — New **Value** Proposition

Objective 1

Drive Our Gaming Mega Brands

MONOPOLY

People

CBS RADIO

abc GOOD MORNING AMERICA

AP

abc NEWS

FOX & friends

LATE NIGHT with JIMMY FALLON

Ellen DeGeneres
Monopoly is retiring one of their game pieces -- the iron. Works for me. I retired my iron in 1972.
Expand Reply Retweeted Favorite More

CNN

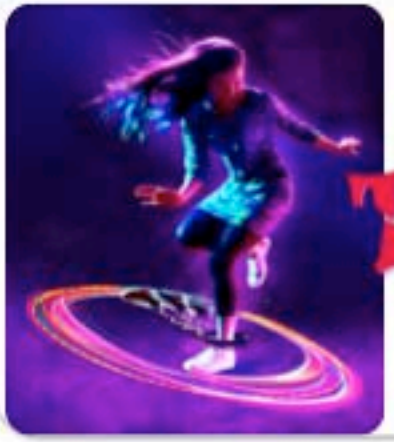
npr

Objective 1

Drive Our Gaming Mega Brands

Objective 2

Be the Gaming Innovation Leader By Delivering New Gaming Experiences



Twister Rave

bop it!

The next BIG thing in Boys Battling!

Intense head-to-head performance

Marble Blasting

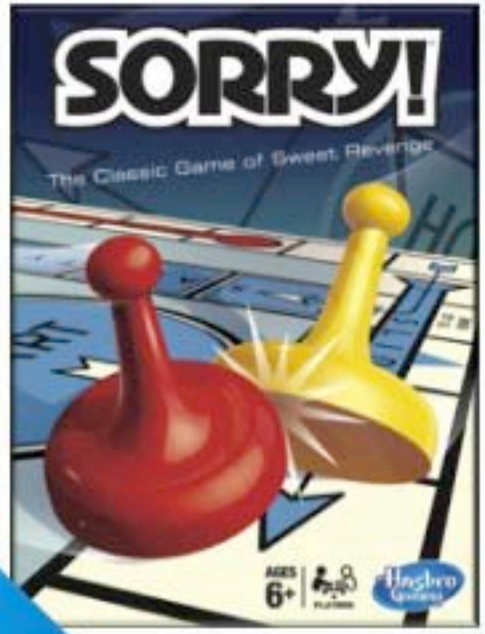
Addictive Battle Action
Collectible/Customizable
Outcome Based

Shoot, Compete, Win!

Hasbro
Yahtzee
YES
MONOPOLY
HOTELS
NERF
Easy·Bake
Hasbro Gaming
Objective 3
Build a Hasbro Mobile Destination For Our Gaming Brands
Hasbro Gaming™

Objective 4

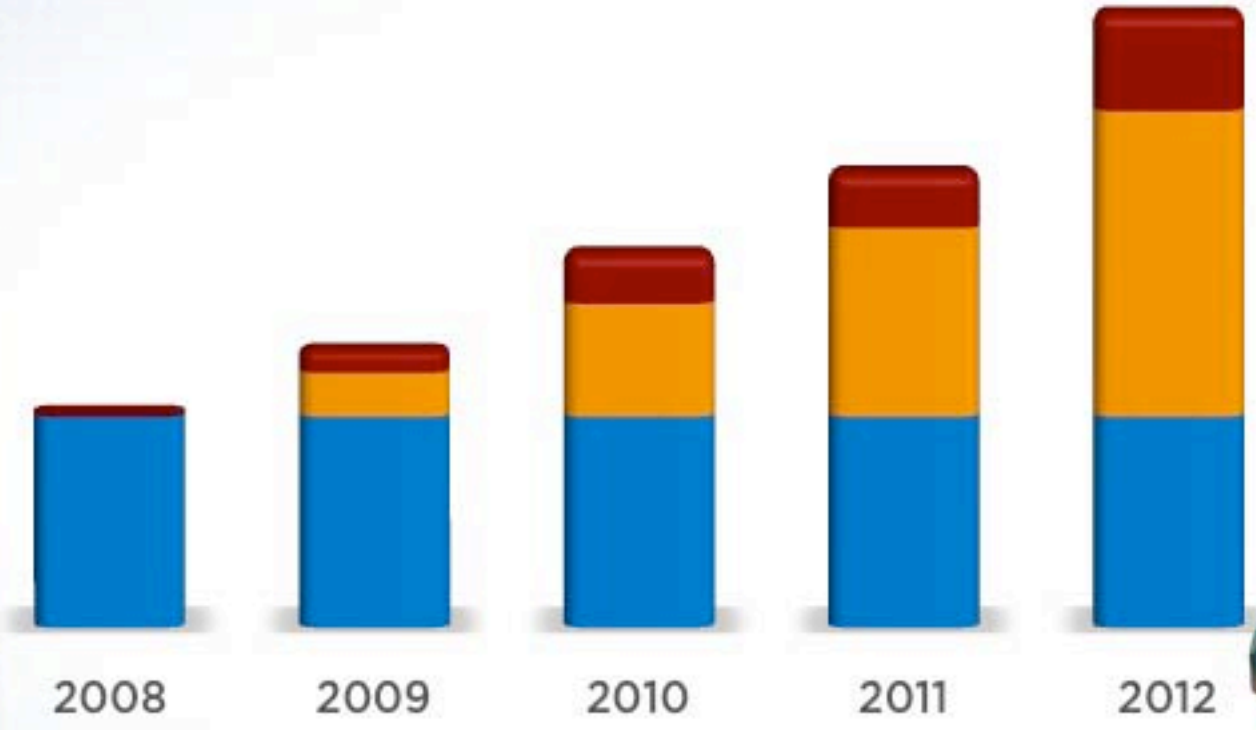
New Value Proposition



SRP:
$7.99-$9.99

Hasbro
MAGIC
The Gathering
"By virtually any metric you can imagine, 2012 was the **greatest year** in MAGIC's history."
-Magic Fan Site Post 1/1/13

Revenues Nearly Tripled in 4 years



MAGIC's Success Formula

- Digital Investment
- Serialized Entertainment
- In-Store Branded Play

Digital Investment

- *Magic's Duels of the Planeswalkers* franchise over 2MM players
- Investing in *Magic Online*

"We're blown away by this comprehensive, polished version of the classic collectible-card game."

— Apple (App Store Editors' Choice)

Serialized Entertainment

- *Return to Ravnica:* Bestselling set in Magic's history
- Launch event attendance up 86%
- Final two Ravnica sets in 2013
- Exciting new world this year

In-store Branded Play

- Fans experience the world of Magic through entertaining gaming events
- 29% player growth
- 14% store location growth

Expanding & Gaining Momentum

Expanded to over 25 countries in 2012

>10,000 retail destinations

National Parenting Center Seal of Approval

Portfolio Expansion Spring 2013

KRE-O CREATE IT.

TRANSFORMERS

G.I. JOE

STAR TREK

TRANSFORMERS

KRE-O CREATE IT.

36 KREON Figures to Collect!

MICRO CHANGERS COMBINERS

NEW!

7 New Combiners!

BEAST HUNTERS

8 New Building Sets

Hasbro

G.I. JOE

KRE-O CREATE IT.

24 Collectible KREONS!

9 New Building Sets!

STAR TREK

KRE-O
Create it.

18
Collectible
KREONS!

11 New
Building
Sets!

FEATURING
LIGHTTECH

Video Playing in Room

Audio Only

Hasbro

NERF
Rebelle

KRE-O
CREATE IT.

TRANSFORMERS
BEAST HUNTERS

Furby
BOOM!

my LITTLE
PONY

MAGIC
The Gathering

TRANSFORMERS
CONSTRUCT
BOTS

ASSEMBLERS
INTERCHANGEABLE ARMOR SYSTEM

2013 Hasbro Toy Fair
INVESTOR EVENT

FEBRUARY 8 | NEW YORK

David Hargreaves
Executive Vice President of Corporate Strategy and Business Development

Deborah Thomas
Chief Financial Officer

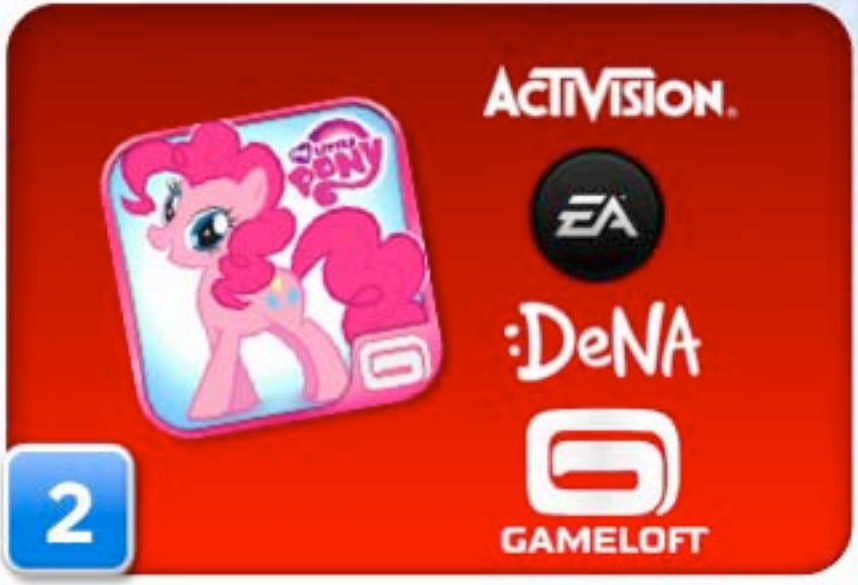
Question

You reported that Games category revenues were up 2% in 2012; however, third-party data would seem to indicate that the games category was down and that Hasbro lost market share.

How do you reconcile the differences?

MAGIC
The Gathering

1


ACTIVISION
EA
:DeNA
GAMELOFT

2

BOTSHOTS
ANGRY BIRDS
STAR WARS
STAR WARS
FIGHTER

3

4

Question

In 2012, your gross margins increased above your traditional range of 58% to 59%. What can we expect for 2013?

What are the trends in input costs and pricing?

2012 Cost of Sales

As a % of Revenue	
Revenue	100%
Gross Margin	59.2%
COS	40.8%

Board/Paper/Print	7.4%
Resins	6.3%
Electronics / Metals	2.8%
All Other	2.6%
Total	19.1%

Labor	9.2%
Factory Overhead	7.1%
Freight/Import Costs	2.6%
Tooling	1.5%
Inventory Variances	1.3%
Total	21.7%

COS 40.8%

Input Cost Trends

	2012 vs. 2011	2013 vs. 2012
Board / Paper / Print		
Resins		
Labor		
Currency		
Freight		
Weighted Average*	**+3.1%**	**+6.2%**

*Actual cost increases will vary depending on timing

Question

At the end of 2010 and 2011 inventories of Hasbro products at major U.S. retailers were significantly higher than you would have liked. Given that shipments and point of sale fell short of your expectations during the 4th quarter of 2012, should we assume that retail inventories are again excessive?

$100 Million US Retail

Walmart
TARGET
kmart
Toys R Us

$ Millions	2012	2011	2010
Inventory at Hasbro	$316	$334	$364

Question

You talked about a new cost savings initiative targeting $100 million in annual cost savings by 2015. Where do these cost savings coming from? Can you provide more specifics on the charges in 2012 and 2013 as well as the timing of cost savings? Are these cost savings incremental to the business?

Cost Savings Initiative: Anticipated Impact

2012 Impact

Charges:
$36M ($0.21 per share)

- 10% workforce reduction
- Facility consolidation

2013 Impact

Additional Charges:
$20-$30M

- Early retirement program
- Additional workforce actions
- Non-cash pension charges
- Further facility consolidation
- Systems enhancements for process improvements

Begin to Recognize Savings

Net Savings – Target $100M by 2015

Category	By 2015
Workforce Reduction	$55M
Process Improvement	$20M
Facility Consolidation	$15M
Expense Reduction	$10M
Total	**$100M**

Question

We understand that you are not giving specific revenues guidance, however, we would expect that your Marvel numbers will be lower given the strength of both the Avengers and Spider-Man movies in 2012 and that Beyblade would also continue to decline.

What do you see as the major offsetting initiatives?

Hasbro

MARVEL IRON MAN 3

MARVEL THOR THE DARK WORLD

THE WOLVERINE

BEYWARRIORS SHOGUN STEEL

Furby

TRANSFORMERS BEAST HUNTERS

my LITTLE PONY

NERF Rebelle

TRANSFORMERS CONSTRUCT-BOTS

B-DAMAN CROSSFIRE

123 SESAME STREET

Twister Rave

ELEFUN & FRIENDS

Jenga

Question

We have seen a number of reports during the holiday season that tablets rather than toys and games were high on children's Christmas lists.

Do you believe this will significantly impact toy, and more importantly games, sales going forward?

"Disruptive" Technologies Are Not New

1970's Launch of console gaming (ATARI)

1990's
Rise of PC Gaming

1994
Launch of Sony PlayStation

2001
Mobile Gaming on traditional handsets

2004
Facebook launch

Wii

2006 Next Generation of console gaming/Wii

2007/2008
Smart Phones/ Tablet Gaming

2009
Social Networking Games

2010
Tablet Gaming

2012
Smart TV's

Question

You have indicated that the Company will no longer be providing guidance.

What can you tell us about modeling 2013?

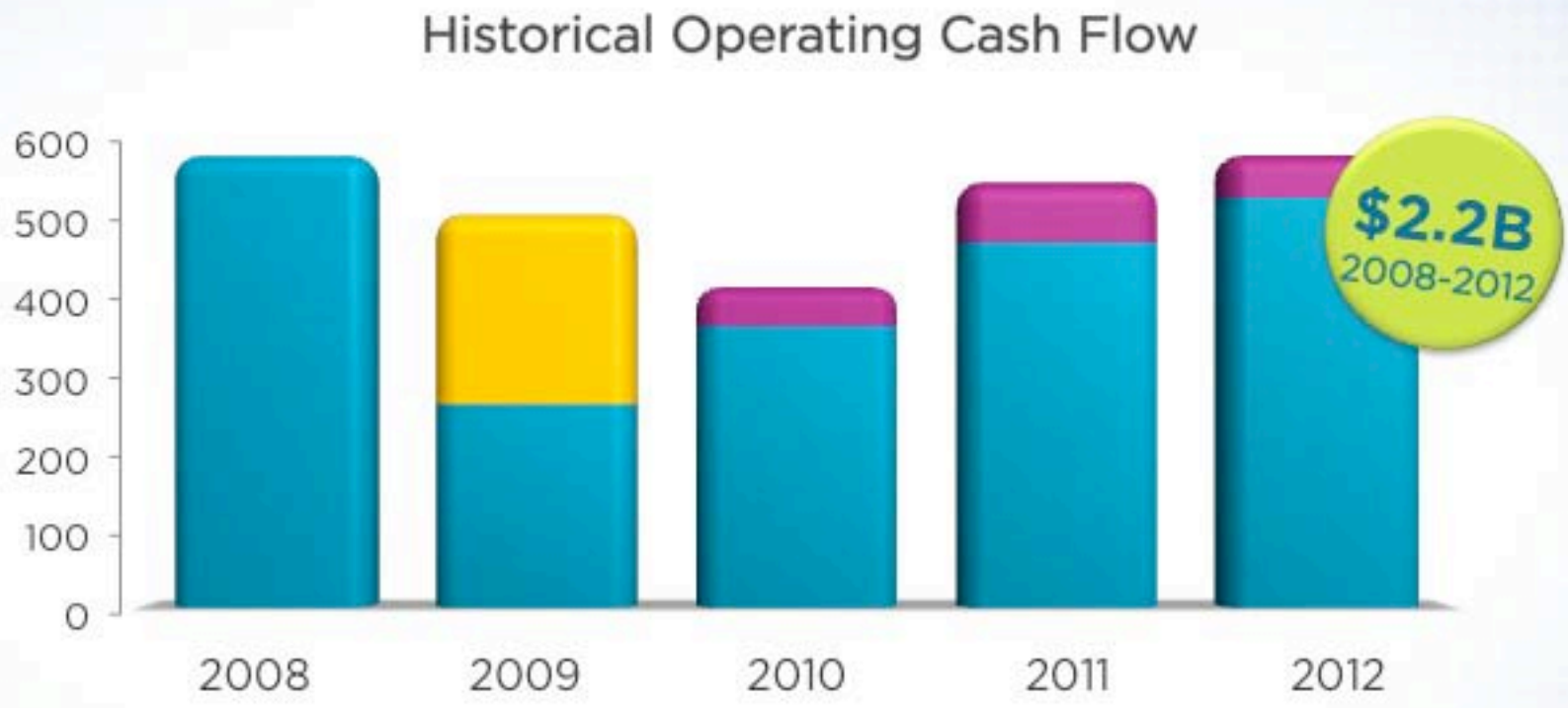
5-Year Historical P&L

	5 Year Average
Product Development	4.7%
Program Production Cost Amortization	0.5%
Royalties	7.5%
Advertising	10.4%
Selling, Distribution and Administrative	19.6%
Amortization of Intangibles	1.5%
Underlying Tax Rate	28.08%

Question

You ended 2012 with $850 million in cash, but most of it is overseas. Can you continue to fund your business and your dividend? Will you repatriate the cash? What are your priorities for use of the cash?

Strong Operating Cash Flow



- 2009 ceased securitizing receivables
- 2010 began television Programming Investments
  - $192 million invested in Hasbro Studios programming 2010-2012

Cash Use Priorities

Invest in our business

- Emerging market expansion
- Entertainment
- Licensing
- Digital
- IP
- Systems
- Other opportunities

Return excess cash to shareholders

- Dividend
- Share repurchase

Leverage Targets

Key Debt Ratios

	Target
Debt to EBITDA	1.75 or less
EBITDA to Interest	8 X

Long Term Debt

Maturity	Interest Rate	$(000)
5/15/2014	6.125%	$425,000
9/15/2017	6.300%	$350,000
7/15/2028	6.600%	$108,895
3/15/2040	6.350%	$500,000

Does not included $11.5 million of unamortized gain on fixed floating swaps

Question

On Wednesday Hasbro announced changes in its executive management structure which included you moving into a new position in Corporate Strategy and Business Development.

Would you explain why Hasbro has created this new position and give us more detail on what you will be doing and who will be filling your current role?

Brand Blueprint 2.0

Wiebe Tinga
Chief Commercial Officer

MONOPOLY
KRE-O
Create it.
My Little Pony
Play-Doh
Angry Birds Star Wars
bop it!
Magic The Gathering
Hasbro
Nerf Rebelle
Transformers Construct-Bots
Nerf
Furby
Assemblers
Interchangeable Armor System
Trans Formers
Beast Hunters
Elfun & Friends
Beywarriors
Shogun Steel
Littlest Pet Shop
B-Daman Crossfire
123
Sesame Street
Twister Rave
Marvel